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# RESULTS

## Atlas Van Lines
## 15th Annual Survey
## of Corporate Moving Practices

# Corporations responsive to emerging employee needs

Employees as well as corporations made relocation decisions during 1981 based primarily on economic factors, according to the results of Atlas Van Lines' 15th Annual Survey of Corporate Moving Practices.

More companies (14% more than in 1980) are finding employees reluctant to accept transfers, and corporate moving policies are being expanded to accommodate a changing set of employee needs.

After a relatively free-spending 1978, corporations cut back significantly in 1979 on monies spent for the relocation of employees. Subsequent gradual increases in moving related expenditures during 1980 and 1981 correspond with the increase in percentage of employees declining to relocate.

In light of this trend toward a reluctance to move, corporations are becoming increasingly sensitive to the economic considerations faced by employees and are responding with expanded benefits under their moving policies, as compared to the previous two years.

The year 1981 saw a 33% increase over 1980 in the average cost for "moving extras" absorbed by the company. Such "moving extras" paid for were relocation firm services, motel accommodations, family transportation, meals, maid service, pre-move househunting trips, appliance servicing and similar items.

**Economic factors primary consideration for employee**

Cost of living in the new location pulled out in front as the main reason for the turndown of transfer opportunities. This would include increased interest rates for mortgage loans, realtors fees or rent differentials.

More companies are now guaranteeing sale of the residence or actually purchasing the home if no other buyer can be located; however, only 18% are paying the appraised value, as compared to 60.4% in 1976. Most companies, as was the case for 1977 through 1980, are opting for the average of two or three appraisals to determine the purchase price of the home.

In addition, corporate reimbursements for increased taxes, for the cash difference between the sale of the former house and the purchase price of an essentially similar house in the new city, payments for rent differentials or penalties for lease-breaking, payment of realtor's fees and cash bonuses are all gradually approaching the relatively high figures of 1978.

Relocation benefits that are not returning to 1978 levels include assistance with mortgage loans and non-interest swing loans, plus payment for new or altered drapes and carpeting.

The percentage of companies allowing for full reimbursement of moving expenses was higher in 1981 (93.0%) than in any year since 1973 (95.2%).

A reversal in methods used to communicate corporate moving policy information, once again, points to an increased sensitivity among those corporate executives responsible. In 1978, 54.5% of the responding companies communicated information on relocation policies via a handbook or brochure, while only 25.8% provided the additional benefit of a personal explanation by authorized personnel. By comparison, 1981 figures show that 30% of the companies communicate to their transferees via a handbook or brochure and 53% gave additional support with one-to-one contact.

**Economics number one consideration for corporations, too**

While only 4.1% of responding companies in 1978 reported that economic conditions had a significant impact on the rate of employee transfers, economic conditions was the primary reason listed by 95% of the responding companies in 1981. This figure was 93% in 1980. This may well account for 43% of 1981's respondants indicating that the volume discount has been the single-most beneficial feature spawned by the Household Goods Transportation Act of 1980.

The result of this economic impact seems to be that fewer employees are being transferred, however the frequency with which a particular employee can expect to be transferred remains stable in the every-year or every-other-year category.

In spite of economic pressures, service, not cost, is still the number one criterion for selection of a carrier, with traffic executives looking at past performance of both the carrier and the agent.

The Atlas Van Lines' Survey of Corporate Moving Practices represents 54 questions asked of corporate executives about relocating in the United States and overseas during March, 1981.

Atlas Van Lines is the nation's sixth largest household goods carrier, with more than 450 agents in the United States, more than 100 agents in Canada, and more than 200 representatives in some 125 overseas countries.

For additional information on corporate moving practices and a policy manual based on the trends in this survey, write to:

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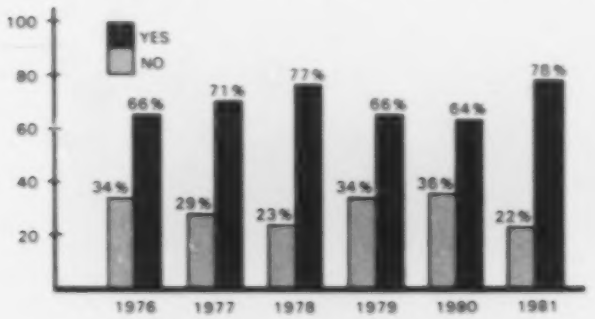
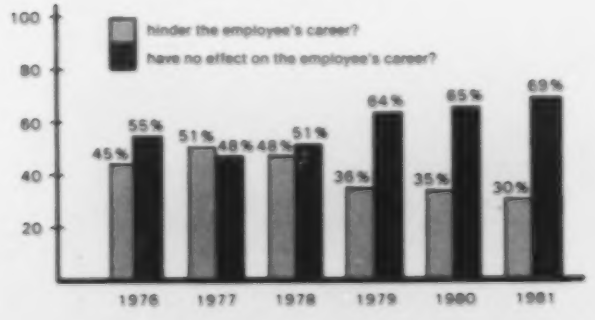
Did any of your employees decline the opportunity to relocate?




Does declining the opportunity to relocate . . .



# ATLAS VAN LINES, INC.
## 15TH ANNUAL SURVEY
## OF
## CORPORATE MOVING PRACTICES

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**1. Which of the following classifications most accurately describes your company?**

73% — Manufacturing
21% — Service (includes gov't, education, hospitals, etc.)
6% — Financial

**2. Is your company . . .**

77% — multi-division
23% — centralized

**3. Would your company be classified as . . .**

16% — regional
27% — national
57% — international

**4. Is your company . . .**

30% — privately owned
70% — publicly owned

**5. On the average, your approximate annual sales are . . .**

2% — Less than $10 million
9% — $10 - $49 million
8% — $50 - $99 million
29% — $100 - $499 million
52% — More than $500 million

**6. How many salaried (i.e., non-hourly) people are employed by your firm?**

6% — Less than 100
36% — 100 - 999
18% — 1,000 - 2,499
11% — 2,500 - 4,999
29% — More than 5,000

**7. What percent of these salaried employees did your company move during 1981?**

69% — Less than 5%
23% — 5 - 10%
5% — 11 - 15%
1% — 16 - 20%
2% — Over 20%

**8. Do you anticipate that the number of employees your company will move during the current year (1982) will . . .**

16% — increase from the number moved in 1981
28% — decrease
56% — remain about the same

**9. Comparing the number of employee transfers in 1981 with 1980, the 1981 number . . .**

8% — increased greatly over 1980.
26% — increased moderately over 1980.
7% — decreased greatly over 1980.
21% — decreased moderately over 1980.
38% — remained about the same.

**10. If the number of employee transfers changed from 1980 to 1981, what external condition had the most significant impact on transfers?**

95% — Economic conditions
2% — Energy
3% — Political conditions

**11. What action by your company affected the change in the number of employee transfers?**

11% — Increased production
18% — Decreased production
12% — Expanded present facility
3% — Postponed planned expansion at present facility
24% — Expansion into new territories
5% — Postponed planned expansion into new territories
27% — Other

**12. What are the three most important guidelines your company uses for carrier selection?**

(1) — Service (past performance of carrier and agent)
(2) — Cost
(3) — Claims (frequency and handling)

**13. What are the three most important guidelines your company uses for carrier evaluation?**

(1) — Service
(2) — Employee feedback
(3) — Claims

**14. Has your corporate moving policy changed in the last year?**

24% — Yes
76% — No

**15. If you answered YES to question 14, how?**

Most frequently listed answers were:
Improved benefits (insurance coverage)
Increased flexibility of policy guidelines.

**16. How is information about your company's policy covering employee transfers made known to the employee?**

30% — The employee is provided a handbook or brochure describing all procedures and conditions in detail.
53% — Employees are provided printed materials describing company policies, but this information is explained by authorized personnel within the organization.
16% — There is no set policy; each case is handled individually and explained on a one-to-one basis
1% — Professional services are provided by a relocation firm.

**17. Does your company allow . . .**

93% — full reimbursement of moving expenses
7% — a partial reimbursement based on salary level, position or tenure
0% — no reimbursement of moving expenses

**18. Does your company have separate moving policies for new-hire and transferees?**

58% — Yes
42% — No

**19. What was the average cost *per domestic move* your company paid during 1981 for such "moving extras" as relocation firms, motel accommodations, family transportation, meals, maid service, pre-move house hunting trips, appliance servicing and similar items? Exclude any salary increases, the cost of van line services, housing compensation, and financial assistance to employees in disposing of former residences.**

Average Cost — $5,310.98

**20. What was the average cost *per domestic move* your company paid during 1981 on direct van line services of packing and transportation only? Exclude "moving extras," as described in Question 19.**

Average Cost — $3,379.94

**21. Moving costs are what percentage of your firm's total cost of relocating an employee?**

52% — Less than 30%
18% — 31% to 40%
13% — 41% to 50%
17% — Over 50%

**22. Has that percentage increased or decreased in the past number of years?**

30% — Increased
21% — Decreased
49% — Stayed about the same

**23. Besides packing and transportation of household goods, does your company allow the employee:**

| YES | NO | |
|---|---|---|
| 80% | 20% | to move an automobile at company expense? |
| 50% | 50% | to move a second automobile at company expense? |
| 7% | 93% | to move a third automobile at company expenses? |
| 30% | 70% | to move a boat at company expense? |
| 58% | 42% | to have belongings picked up from a second residence (summer home, relative's home, etc.)? |
| 10% | 90% | to hire maid service at either the old or the new home? |
| 82% | 18% | unlimited weight? |
| 19% | 81% | permanent storage of some possessions? |
| 71% | 29% | to move collections of objects of recognized high value, such as statuary, paintings, or similar items? |
| 45% | 55% | to move pets? |
| 86% | 14% | to move recreation and lawn equipment? |
| 74% | 26% | to move any other item not specified above? (i.e., antiques, motorcycles, mobile homes, pool tables, etc.) |
| 1% | | Other |

**24. Which of the following programs or services have been most beneficial to your company since the Household Goods Transportation Act of 1980?**

26% — Guaranteed price
26% — Replacement value protection
43% — Volume discounts
5% — Other

**25. Does your company allow or ever utilize any special transportation services?**

12% — Space reservations
54% — Expedited service
9% — Exclusive use of vehicle
15% — Guaranteed pick-up and delivery
10% — Guaranteed price

**26. Do you feel the standard $1.25 per pound released value represents the proper value of your employee's household goods?**

16% — Yes
84% — No

**27. If you answered NO to Question 26, what do you feel the average per pound released value of your employee's household goods should be?**

5% — $1.50
5% — $1.75
24% — $2.00
20% — More than $2.00
46% — Replacement value protection

**28. How many expense-paid trips does your company allow an employee to find housing in the new city?**

2% — None
40% — One
46% — Two
6% — Three
6% — More than three

**29. How many expense-paid, house-hunting trips does your company allow the spouse to accompany the employee?**

3% — None
52% — One
35% — Two
5% — Three
5% — More than three

**30. Does your company: (circle "1" for YES and "2" for NO)**

| YES | NO | |
|---|---|---|
| 41% | 59% | guarantee sale of the employee's former residence? |
| 34% | 66% | actually purchase the employee's former house if no other buyer can be located within a reasonable period of time? |
| 12% | 88% | refund to the employee any cash difference between the sale price of the former house and the purchase price of an essentially similar house in the new city? |
| 10% | 90% | pay for drapes, carpeting, etc., in the new house, if the former house was so furnished? |
| 20% | 80% | pay for alterations to drapes, carpeting, etc., if those items are moved to the new city? |
| 12% | 88% | if your employee rented quarters in the old city, pay the difference between the former monthly rent and the "going rate" for renting similar quarters in the new city? |
| 71% | 29% | pay the penalty for terminating a lease? |
| 37% | 63% | reimburse the employee any increased tax incurred as a result of the move? |
| 52% | 48% | assist with mortgage loans, non-interest swing loans? |
| 55% | 45% | provide interest differential assistance? |
| 68% | 32% | pay realtor's fees, pay a cash bonus based on salary, etc.? |

**31. If your company actually will buy an employee's former residence (if no other buyer can be located within a reasonable time), how do you determine the sale price of the house?**

1% — Pay the employee's asking price.
18% — Pay the employee the appraised value of the house.
3% — Bargain with the employee until a price is reached that is satisfactory to both sides.
78% — Pay the average of two or three appraisals.

**32. Does your company ever utilize the services of a relocation service firm?**

49% — Yes
51% — No

**33. If you answered YES to question 32, which services did you use in 1981?**

14% — Counseling on logistics and planning of moving.
4% — Counseling on company corporate policy.
78% — Real estate - sale and purchase of home.
1% — Orientation tours at destination.
1% — Provide accessorial services (appliances, cleaning, etc.)
1% — Arrange family's transportation and accommodations.
1% — Contact household moving company.
0% — Audit and/or pay invoice.
0% — Monitor shipment
0% — Assist with employee's claims preparation and submission.

**34. In what ONE month of the year did the greatest number of your moves occur during 1981?**

2% — January
0% — February
1% — March
1% — April
7% — May
23% — June
15% — July
10% — August
3% — September
2% — October
1% — November
3% — December
32% — No particular month

**35. If the greatest number of your moves occurred during the summer months, in your opinion, is the "traditional school year" the principal reason?**

83% — Yes
17% — No

**36. On the average, how long after an employee takes a new job does the family and household goods move to the new location?**

3% — Less than one week
12% — One to two weeks
32% — Two to four weeks
46% — One to two months
7% — More than two months

**37. Which ONE of the following categories most accurately describes the frequency with which an average salaried employee of your company can reasonably expect to be moved?**

1% — Every year
5% — Every other year
11% — Every third year
8% — Every fourth year
75% — Less frequent

**38. Does your company have contractual agreements for the transportation of:**

72% — Products
16% — General commodities
12% — Employee relocations

**39. If you checked one or more of the above, does your company have agreements with more than one company?**

78% — Yes
22% — No

**40. If your company entered into a contract carriage agreement, what was the primary reason?**

Most frequently listed answers were:
— Convenience
— Reliable service
— Costs/rates/discounts
— Administrative decisions
— Economic considerations
— Equipment availability
— Professionalism
— Scheduling — on time pickup and delivery.

**41. If you answered YES to question 39, what has been your company's experience with such an arrangement?**

42% — Excellent
56% — Good
2% — Fair

**42. How many of your transferred employees are women?**

21% — None
60% — Less than 5%
13% — 5 - 10%
6% — More than 10%

**43. How frequently has an employee's relocation been affected by the employment status of a spouse?**

3% — Almost always
19% — Frequently
66% — Seldom
12% — Never

**44. If a spouse is employed full-time with another firm, have relocation complications . . .**

39% — increased in recent years
1% — decreased
60% — remained about the same

**45. How does your company assist an employee's spouse find employment in the new location?**

82% — No assistance
3% — Pay job-finder's fee
7% — Find employment within company
8% — Find employment outside company
0% — Pay spouse full or partial salary until hired

**46. Did any of your employees decline the opportunity to relocate during 1981?**

78% — Yes
22% — No

**47. If you answered YES to Question 46, how many employees declined the opportunity to relocate?**

59% — Less than 2%
17% — 2 - 4%
10% — 5 - 7%
7% — 8 - 10%
1% — 11 - 12%
6% — Over 12%

**48. If you answered YES to Question 46, did the number of employees declining relocation . . .**

33% — increase from the 1980 level
3% — decrease
64% — remain about the same

**49. What reasons were given for declining relocation?**

17% — Did not like new location
30% — Did not wish to leave present location
1% — Did not like new position
35% — Cost of living in new location
11% — Family reluctance to relocate
6% — Other

**50. Does declining the opportunity to relocate . . .**

30% — hinder the employee's career
1% — help the employee's career
69% — have no effect on the employee's career

**51. Does your company transfer employees overseas?**

49% — Yes
51% — No

**52. If you answered YES to Question 51, what percent of transferred employees did your company relocate during 1981 . . .**

**A . from the U.S. to overseas points**
79% — Less than 2%
13% — 2 - 5%
3% — 6 - 10%
5% — More than 10%

**B . from overseas points to the U.S.**
86% — Less than 2%
10% — 2 - 5%
1% — 6 - 10%
3% — More than 10%

**C . between two overseas points**
92% — Less than 2%
4% — 2 - 5%
3% — 6 - 10%
1% — More than 10%

**53. Do you anticipate the number of employees your company will move overseas during 1982 will . . .**

15% — increase from the number moved in 1981
22% — decrease
63% — remain about the same

**54. What changes would you suggest the household goods moving industry make that would benefit or have a significant impact on your company and your employees? How can the industry provide your company and your employees with better servicing, pricing, etc., not available at this time to help you administer your moving policies more efficiently and provide your employees with better service?**

Most frequently listed answers were:

- Establishment of fixed rates (price stability)
- Improved relocation counseling services
- Establishment of a general rate structure for accessorial charges
- More compliance with company policies and guidelines
- Carriers should have own relocation counseling and services
- Cut out the "specials" — return to basic principle of high quality moves at a fair price.
- Improved training for driver and packing labor
- Improved billing services
- Improved on-time pick up and delivery
- Improved claims settlement/customer service
- Improved communication between carrier - company - employee - driver, etc.

***On behalf of Atlas Van Lines and the entire household goods moving industry, we wish to thank the corporate executives who took the time and effort necessary to complete this questionnaire. Their participation in helping us develop this unique and valuable guideline will contribute greatly to the continued improvement in the household goods moving industry.***

**Permission is hereby granted to reproduce findings and data in whole or part, with credit to Atlas Van Lines, Inc.**

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